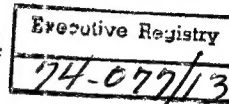*Notes by DCI*
6/6/74

5 June 1974

K-6

MEMORANDUM FOR: DCI

SUBJECT: Meeting with NIO's/IC Staff
on the KEP

Bill,

Attached are a few notes for

your possible use at tomorrow's meeting *at*
10:30

on the KEP.

Daniel O. Graham
D/DCI/IC

KIQ-KEP ISSUES BOTHERING THE NIOs

. Where do they go on the next KIQ-KEP iteration?
(Some of the NIOs are questioning whether the whole
thing is really necessary)

. Some NIOs have not gotten "the word" (or don't under-
stand it) that the DCI is serious about the KIQ-KEP
program and that it is the single most important
responsibility they have. All NIOs not on board yet.

. Two things are disturbing to them:

1. The WEC 29 May memo based on our KIQ-KEP
briefing to WEC.

(Carver was at the briefing and should have
no argument about the contents. But, memo
was not discussed with NIOs prior to dis-
semination.) Sore Point.

2. "Stacks" of completed Baseline data forms
forwarded to NIOs without comment or in-
structions. (Understandably NIOs didn't know
what to do with them.) Dismay.

We erred in not attaching summaries and
analysis and subsequently providing analytical
help. This will be critical in carrying out
pilot run performance evaluation this fall and
vital for FY 75 effort. We are making appro-
priate arrangements.

. Some of the NIOs don't see much reason for having the
"Community Assessment" of Section A. Other are not
committed.

. Some NIOs think the FY 75 KIQ development time schedule
is too tight. (The Latin American NIO says he is going
to make it OK.) It probably is for many NIOs [Draft
KIQs due 14 June].

. The NIOs aren't organized for the meeting. No consensus.

MAIN POINTS WHICH DCI SHOULD REAFFIRM TO

NIOs REGARDING KIQ-KEP PROGRAM

1. Need to preserve the momentum achieved.

2. Must insure that FY 75 KIQs reflect our substantive objectives for the new fiscal year as well as the needs of principal policy makers.

3. In formulating FY 75 KIQs NIOs should consider DIA's Critical Near-Term Defense Intelligence Objectives (CNTDIOs) as a basic input for military-related questions.

4. The number of KIQs must be kept small--not more than 50-- with each KIQ addressing a single subject since the number and sharpness of them is critical to effective simultaneous evaluation of all FY 75 KIQs next year.

5. An addendum to the KEP Guidance and Instruction for preparing baseline reports will be sent out concurrently with the FY 75 KIQs so that preparation of FY 75 Baseline Reports can begin immediately.

6. Performance reports for the pilot program are due in September 1974 as planned. This will provide us with the experience necessary to refine Performance Report forms and instructions prior to the performance evaluation of the FY 75 KIQs next spring.

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7. KEP participants must follow the guidance and instructions
    carefully to assure that inputs are complete, standardized
    that the data are internally consistent and to avoid
    ambiguity.

8. The elements and level of detail of the current KEP program
    are the minimal essentials for relating intelligence program
    resources to substance and to improve product and resource
    allocation effectiveness.

9. The FY 75 KIQ/KEP schedule set forth in my 29 May memo is
    tight, FY 75 KIQs are to go to USIB for comment in mid-June
    and to NSCIC for review on 5 July. I plan to approve them
    by 24 July and disseminate them for action before 1 August.

KIQ-KEP IMPROVEMENTS FOR FY 1975 PROGRAM

1. Refinement of the KIQ-KEP Process is essential for
    improving our ability to relate intelligence resources
    to intelligence substance and to improve intelligence
    products, and the effectiveness of resource allocation.
    (We are approaching this need from two directions: the
    KIQs and the KEP.)

2. The number of KIQs for FY 1975 must be reduced to no more
    than 50, each addressing a single subject/area. (Reducing
    and focusing the number of KIQs is essential if the
    community's performance on all the FY 75 KIQs is to be
    evaluated simultaneously.)

3. Experience with Baseline Reports gained from the pilot
    program has been of great value in improving the forms
    and instructions for their preparation. (A similar effort
    will follow completion of pilot program FY 74 Performance
    Reports in the fall.)

4. Improvements to Baseline forms and instructions.

    .   SECTION A - KIQ Assessment

    Agreed definitions are being developed and instructions
    for completing the "Uncertainties and Differences" and
    "Analytical Deficiencies" are being clarified.

    (As you recall the KIQ is further reduced to five
    principal information deficiencies, each of which is a

- 2 -

focal point for collection, production and performance
evaluation. In this regard the deficiency statements are
to be made very explicit since they will be the basis for
the performance evaluation.)

. SECTION B - Production Data

Instructions are being made more explicit (and the data
more useful) by asking for the proposed titles (or subjects)
of KIQ related products scheduled for production during the
performance period. (Production data inputs for the pilot
program included only the "type" of the intended product.)

. SECTION C - Collection Data

Instructions for completing the "Tasking" column are
being clarified. The "Impact" column is being removed from
the form and instructions concerning this important aspect
of the KEP are being amplified to ensure that the effects
of KIQ stimulated collection efforts on ongoing collection
activities are set forth in detail. ("Impact" data inputs
for the pilot program required only a yes or no entry, and
a description of what collection would be cancelled or
curtailed.)

DCI/IC-74-1405

2 9 MAY 1974

MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD
THE INTELLIGENCE RESOURCES ADVISORY
COMMITTEE

SUBJECT: The KIQ-KEP Program for FY 1975

   1.   I have recently reviewed the Baseline Reports for the
KIQ pilot program evaluation initiated earlier this year.   These
Reports contain the definition of information deficiencies along with
the expectations of program managers to collect or produce against
these intelligence gaps; performance reports on these KIQs are not
due until the end of September, 1974.   USIB will be briefed on the
pilot program to date at an early time.   I believe we have learned a
good deal from this first part of the initial effort which will permit
us to clarify the instructions and to make significant improvements
in the FY 75 Baseline Reports.

   2.   While the pilot program for evaluating a few of the FY 1974
KIQs will not be completed until the fall, we need to preserve the
momentum already achieved and insure that our FY 75 KIQs reflect
our substantive objectives for the new fiscal year.   Accordingly I have
asked the National Intelligence Officers to work with you in developing
the KIQs for FY 75, bearing in mind my FY 75 objectives for the
community as submitted to the President and our understanding of the
most critical needs of our principal policy-making consumers.   I have
also asked that DIA's Critical Near-Term Defense Intelligence
Objectives (CNTDIOs) be considered in this context as a basic input
for military-related KIQs.   Though the time is short, I should like
to issue the FY 75 KIQs in July.   (See Attachment 1.)

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3. As several NSCIC members have noted, we need to carefully limit the number of KIQs in order to focus clearly upon the current key questions. I hope to see no more than fifty questions, with each KIQ addressing a single subject. (Keep in mind that each KIQ is further reduced to five principal information deficiencies in the KEP process, each of which is a focal point for collection, production and performance evaluation.)

4. Reducing and focusing the number of questions is also essential if we are to carry out the simultaneous evaluation of all of the FY 75 KIQs. Attachment 2 is the FY 1975 KIQ-KEP schedule. The main point of the schedule is to provide the first full KIQ evaluation in CY 1975.

5. The NIO-drafted KIQs for 1975 will be submitted to the USIB for comment prior to being forwarded to the NSCIC and issued. An addendum to the KEP Guidance and Instruction for baseline reporting will be issued simultaneously with the FY 1975 KIQs so that the preparation of these baseline reports can begin immediately thereafter.

6. As noted previously, performance reports for the pilot program are due in September 1974 as planned. This will provide us with the experience required to refine the Performance Report Instructions, if necessary, prior to tackling the full FY 75 KIQ performance evaluation in the spring of 1975.

7. It is essential that KEP participants follow the guidance and instructions carefully for preparing Performance Reports to assure that inputs are complete, standardized, that the data are internally consistent, and to avoid ambiguity. I realize that the determination of the resources expended in addressing KIQs will be difficult; however, I am sure we can obtain meaningful results if we are explicit in stating how we arrived at a given level of effort.

8. I am gratified and encouraged by the cooperation of the community in this new venture. I believe the importance of this effort is evident to all of us as a direct response to the President's charge to relate intelligence resources to intelligence substance and to improve both our product and the effectiveness of our resource allocation.

/s/ W. E. Colby

W. E. Colby

Attachments (2)
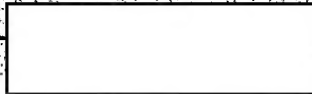
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FY 1975 KIQ SCHEDULE

JUN 14   KIQ DRAFTS FROM NIOs; TO USIB FOR COMMENT.

JUN 28   KIQ COMMENTS FROM USIB.

JUL 5   KIQs TO NSCIC MEMBERS FOR REVIEW.

JUL 19   KIQ COMMENTS FROM NSCIC MEMBERS.

JUL 24   DCI APPROVAL.

JUL 31   FY 1975 KIQs DISSEMINATED.

FY 1975 KIQ-KEP SCHEDULE

	1974											**1975**								
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct

KEP Pilot Program FY 74 KIQ's

Performance Period

Baseline Inputs   IC Baseline Reports   Performance Report   IC KEP Report

Inputs

FY 75 KEP FY 75 KIQ's

KIQ Formulation

Performance Period

CNT DIO   Baseline Inputs A B&G   IC Baseline Report   IC KEP Review   Performance Report A BC&D   IC KEP Report

FY 1976 KIQ Formulation